

THEORY OF JOB SATISFACTION AND JOB PERFORMANCE: TIME FOR A SECOND LOOK¹

Hermeindito Kaaro²

ABSTRACT

Relationship between job satisfaction and job performance has been extensively searched in previous studies. However, bulk evidences show the correlation between the two is relatively low. This study attempts to refine the concepts of job satisfaction and job performance and proposes mechanism relationship between the two. The present model shows that mechanism between the two is not clearly matching pair. The concepts of job satisfaction more concerns on a set of jobs. The concepts of job performance, on the other hand, more concerns on a particular job. Some methodological problems also arise in empirical research. Both theoretical and methodological problems may lead such previous studies in searching relationship between job performance and job satisfaction has been trapped out of track. Hence, it should not be surprising that such empirical findings are relatively weak to improve this relationship. Some implications for further studies are discussed in this paper.

Keywords: Job satisfaction, Job performance, Mechanism relationship

Relationship between job satisfaction and job performance has been investigated over three decades. Vroom (1964, p. 184) summarizes several empirical evidence of this relationship and concludes that most show correlation between job satisfaction and job performance is relatively low. Schwab and Cumming (1970) also review this relationship. In their conclusion, they were frankly pessimistic in theorizing satisfaction-performance at the time. They suggest that theoretically it inclined to better work only on a theory of satisfaction or a theory of performance. Such concepts were clearly complex enough to justify their own theories.

Recent researches concern on determinants of job satisfaction or job performance as suggested earlier by Schwab and Cumming (1970). Several studies more concern on the determinants of job satisfaction (Judge et al. 2000; Roberson et al.

1999; Lynch et al. 1999; Hart, 1999; Igalens and Roussel, 1999; Lum et al. 1998; Ganzach, 1998). Other studies more concern on determinants of job performance (Hurtz, 2000; Scotter et al. 2000; Schullen et al. 2000; Hochwarter et al. 2000; Frain and Geringer, 2000; Conway, 1999; Thorsteinson and Balzer, 1999; Brett and VandeWalle, 1999; Asthon, 1998; Wright et al., 1995; Barrick and Mount, 1993). However, no efforts have substantially increased the relationship between the two.

The purpose of this paper is twofold. First, this paper conceptually refines the mechanism of relationship between job satisfaction and job performance. Second, through the mechanism model, this paper investigates theoretical and methodological problems in theorizing relationship between job satisfaction and job performance.

The remaining discussions are organized as follows. Section 2 discusses literature review

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² Lecturer at Catholic University of Widya Mandala, Surabaya.

that divided into three basic principal of performance-satisfaction relationship. A refinement model of the mechanism of relationship between job satisfaction and job performance is proposed in Section 3. Some methodological problems arise related to the mechanism relationship model also discussed in Section 4. Conclusions and directions for future research are presented in the final section.

LITERATURE REVIEW

This section reviews and evaluates theoretical proposition concerning the relationship between satisfaction and performance. Three major points of view are considered in this section; (1) satisfaction as determinant of performance that represent traditional concept of early human relations; (2) the effect of moderating variables on the relationship between the two; and (3) performance as determinant of satisfaction, the opposite proposition from the former.

Satisfaction as Determinant of Performance

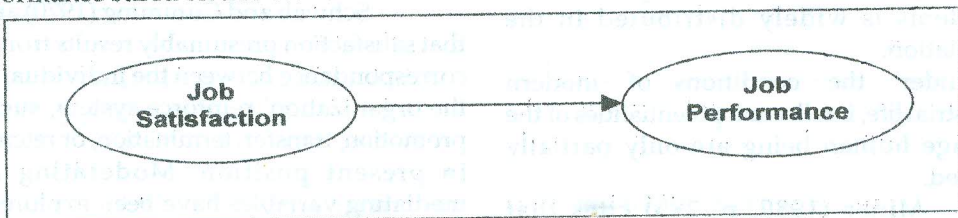
Industrial psychologists have long been interested in the condition, which make a worker effective in his job (Vroom, 1964; p: 191). The role of motivational processes in determining a worker's level of performance is widely recognized by industrial psychologists. Most motivation theory has argued that satisfaction is determinant of performance. Figure 1 show simple relationship between job satisfaction and job performance based on this view.

Traditional views of human relation argue that low performance is caused by low satisfaction. Hence, some motivation theories have focused on determinant of satisfaction. In practice, most managers use these motivation concepts to motivate employees increasing their performance or their productivity. Hierarchical motivation theory suggested by Maslow (1993) is one of the classic motivation theories. He proposes five basic needs; physiological, safety, love, esteem, and self-actualization. According to Maslow, only unsatisfied needs are motivators of behavior. However, he also cites that a need ought not be satisfied 100% before the next need emerges.

Another needs theory proposed by McClelland (1961). He classifies needs into three needs; need for achievement, need for affiliation, and need for power. The theory suggests that man with high need for achievement prefers to moderate level of difficulty than low or high level of difficulty. It implies that the level of need for achievement will influence performance.

McGregor (1960, p. 33, p. 45) proposes that there are two views of human nature in work organization, called theory X and theory Y. The key elements of Theory X can be summarized as follows:

1. The average human being has an inherent dislike of work and will avoid it if he can.
2. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed, and



Source: Schawb and Cumming (1970)

Figure 1
Satisfaction Leads to Performance

threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

Pinder (1984, p. 39) suggests that Theory X will lead to a self-fulfilling prophecy. Theory X belief held by management drives managers to make policies and practices designed for tight control and coercion. It will lead to withdrawal, resentment, indolence, lack of interest in work by employees. Finally, employees will behave like Theory X suggested.

McGregor also proposes an alternative view of human nature in work organization called Theory Y. The main tenets of Theory Y are:

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. Man will exercise self-direction and self-control in the service of objectives to which is committed.
3. Commitment to objectives is a function of the rewards associated with their achievement.
4. The average human being learns, under proper conditions, not only to accept but also to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely distributed in the population.
6. Under the conditions of modern industrial life, intellectual potentialities of the average human being are only partially utilized.

Miner (1980, p. 285) cites that theories X and Y are in fact broad stereotypes but both theories are wrong, simply because people come in all varieties of individual

differences and thus all stereotypes are wrong. He also notes that *the research that has been conducted provides no real support for McGregor's hypothesis that a resort to theory Y will provide more favorable results at the level of outcome variables. Such positive findings as have been obtained involve job satisfaction, not performance or productivity.*

Herzberg et al. (1959, p. 59) presents hygiene versus motivator factors or extra-job factors versus job factors that affect dissatisfaction and satisfaction. The hygiene factors or extra-job factors are the conditions that surround the doing of the job. It is not the job context. The components of hygiene factors are supervision, interpersonal relations, physical working conditions, salary, company policies and administrative practices, benefit, and job security. When these factors deteriorate to a level below that which the employee considers acceptable, then job dissatisfaction ensues. However, the reverse does not hold true.

The hygiene factors cannot give a man basic satisfaction. Only from the performance of a task called motivators, the individual can get the rewards that will reinforce his aspirations. Both hygiene and motivator factors meet the needs of the employee, but only the motivators that primarily serve to bring about the kind of job satisfaction.

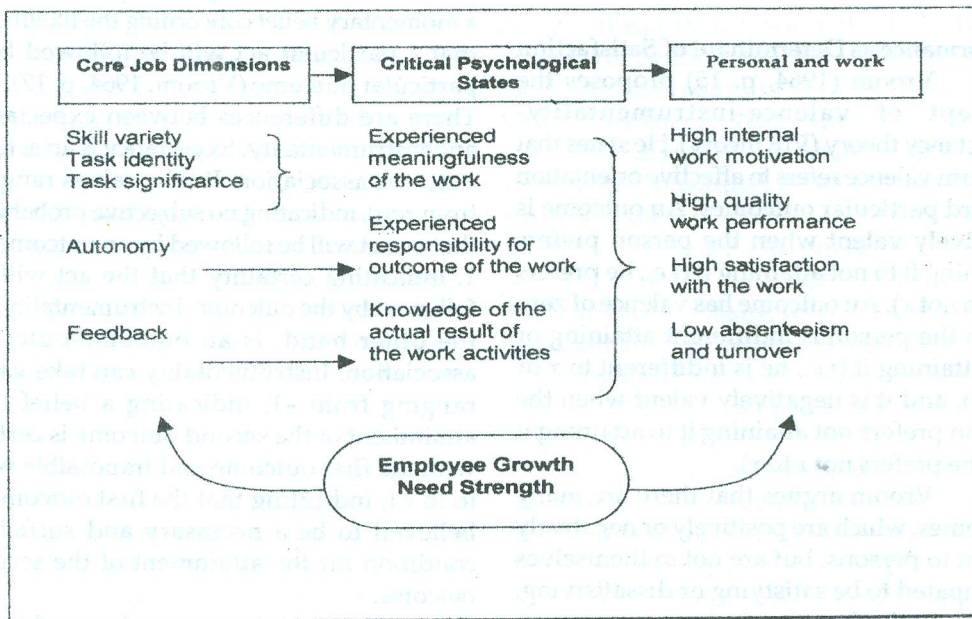
The Effect of Moderating Variable on Relationship between Satisfaction and Performance

Schwab and Cumming (1970) argue that satisfaction presumably results from the correspondence between the individual and the organization's reinforcement system, such as promotion, transfer, termination, or retention in present position. Moderating and mediating variables have been explored in previous studies; such as situational factor in order to predict job performance (Hochwarter, 2000; Lynch et al. 1999), job

satisfaction (Sullivan and Baghat, 1992; Ostroff, 1992); training program for improving performance (Frayne and Geringer, 2000; Brett and VandeWalle, 1999). Wagner (1994) reviews the role of participation's effect on performance and satisfaction. Roberson et al. (1999) also attempt to identify a missing link between participation and satisfaction. Although the effect of participation are statistically significant on performance and satisfaction, but the average size of these effects are small enough to raise concern about practical significant³. Other related researches attempt to investigate fitting job performance into turnover model (Birnbaum and Somers, 1993). They find that job satisfaction indirectly influences turnover, and job performance has no effect on turnover,

however, job performance insignificant influence job satisfaction. Thus, there is no relationship between job satisfaction and job performance.

Pinder (1984, p. 12) argues that employee ability is an importance factor to influence effective job performance. A person might be highly motivated to lift a heavy weight from the floor up onto a table (after being offered some money for doing so), but may not have the physical of ability to do it. The result: high motivation, no ability, no performance. However, although empirical findings support the theory, the effect of ability on performance is relatively low (Ganzach, 1998; Wright et al. 1995).



Source: Hackman and Oldham (1976)

Figure 2
The Job Characteristic Model of Work Motivation

³ Practical significant more concerns on magnitude of the result. It is differ from statistical significant, which is based on probability level of significant.

Hackman and Oldham (1976) develop job characteristics model (JCM) of work motivation (See Figure 2). The model describes that at the most general level, five "core" job dimensions are seen as prompting three psychological states, which, in turn, lead to a number of beneficial personal and work outcomes. The link between the psychological states and the outcomes, are shown as moderated by individual growth need strength.

Robert and Glick (1981) criticize JCM that theoretical statement of the model is not entirely clear, they also note that in addition adequate multi-method instruments have not been developed to assess several constructs. Other empirical findings have not fully supported the JCM (Tiegs et al. 1992; and John et al. 1992).

Performance as Determinant of Satisfaction

Vroom (1964, p. 15) proposes the concept of valence-instrumentality-expectancy theory (VIE theory). He states that the term valence refers to affective orientation toward particular outcomes. An outcome is positively valent when the person prefers attaining it to not attaining it (i.e., he prefers to x to not x). An outcome has valence of zero when the person is indifferent attaining or not attaining it (i.e., he is indifferent to x or not x), and it is negatively valent when the person prefers not attaining it to attaining it (i.e., he prefers not x to x).

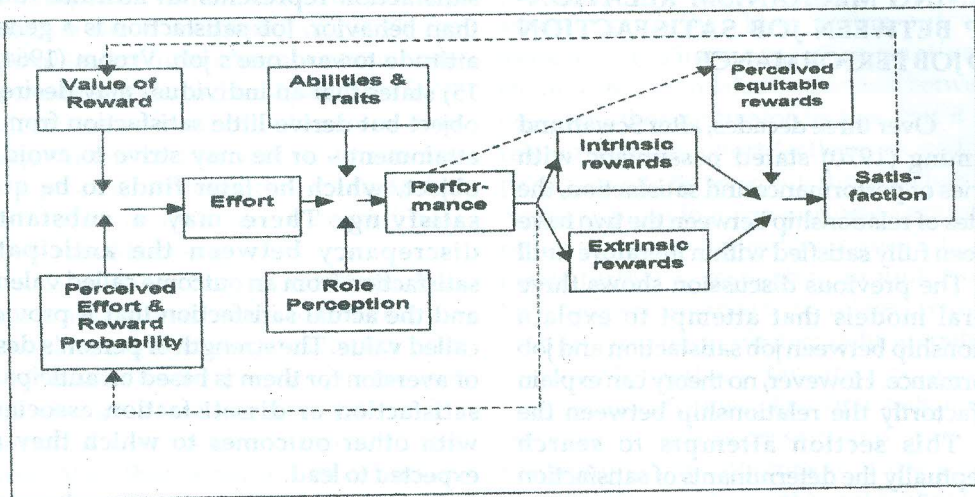
Vroom argues that there are many outcomes, which are positively or negatively valent to persons, but are not in themselves anticipated to be satisfying or dissatisfying. The strength of a person's desire or aversion for them is based on the anticipated satisfaction or dissatisfaction associated with other outcomes to which they are expected to lead. Thus, it suggests that acquire valence as a consequence of their expected relationship to end. If an object is believed by person to lead to desired

consequences or to prevent undesired consequences, the person is predicted to have a positive attitude toward it. If on the other hand, it is believed by the person to lead to undesired consequences or to prevent desired consequences, the person is predicted to have a negative attitude toward it.

The specific outcomes attained by a person are dependent not only on the choice that he makes but also on events, which are beyond his control. Most decision making situation involve some element of risk that it leads uncertainty outcomes. Whenever a person chooses between alternatives, which involve uncertainty outcomes, his behavior is affected not only by his preferences among these alternatives, but also by the degree to which he believes these outcomes to be probable. Psychologists have referred to these beliefs as expectancies. An expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome (Vroom, 1964, p. 17).

There are differences between expectancy and instrumentality. Expectancy is an action-outcome association. It take values ranging from zero, indicating no subjective probability that an act will be followed by an outcome, to 1, indicating certainty that the act will be followed by the outcome. Instrumentality, on the other hand, is an outcome-outcome association. Instrumentality can take value ranging from -1, indicating a belief that attainment of the second outcome is certain with the first outcome and impossible with it, to +1, indicating that the first outcome is believed to be a necessary and sufficient condition for the attainment of the second outcome.

How valences and expectancies combine in determining choices? There are many possible ways to combining valences and expectancies mathematically to yield these hypothetical forces. But it needs an assumption that choices made by people are subjectively rational. Thus, researcher will predict the strength of forces to be a



Source: Pinder (1984: p. 140)

Figure 3
The Revised Porter-Lawler Model

monotonically increasing function of the product of valences and expectancies. Vroom's statement of VIE theory left a number of questions unanswered. Porter and Lawler (see Pinder, 1984, p. 140) refine the VIE model. Figure 3 shows the Porter and Lawler model (PLM), which describes the process of how performance leads to satisfaction. The rational motive of PLM is that good performance leads to rewards, which in turn lead to satisfaction. The PLM shows that the relationship between the two is also moderated by rewards and perceived equity of those rewards.

When performance leads to rewards, which are seen by the employee as equitable, it leads to high satisfaction. PLM suggests that the generally low performance-satisfaction relationship observed in previous empirical research may result from rewards, particularly extrinsic rewards, which are often not closely tied to performance. The PLM also shows that satisfaction influences performance by tracing intervening variables, which represent the interaction of value-perceived reward and effort.

Perceived equitable reward also moderates the effect of performance on satisfaction. This concept refers to equity theory (See Greenberg, 1996). This theory rests upon three main assumptions. Firstly, people develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs. Secondly, people tend to compare what they perceive to be the exchange they have with their employers. Finally, when people believe that their own treatment is not equitable, relative to the exchange they perceive others to be making, they will be motivated to do something about it.

The essential equity theory is that people can tolerate seeing others earn more money and other benefits than they do if they believe that the others also contribute more in the way of inputs to their respective jobs. But when employees see other people making a lot more money than they do, while not appearing to be contributing more in the way of relevant inputs, a tension results that the theory says will motivate behavior to equalize the ratios.

REFINING MECHANISM RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE

Over three decades, after Scwab and Cumming (1970) stated pessimistic with theories of performance and satisfaction, the debates of relationship between the two have not been fully satisfied within literature until now. The previous discussion shows three general models that attempt to explain relationship between job satisfaction and job performance. However, no theory can explain satisfactorily the relationship between the two. This section attempts to search conceptually the determinants of satisfaction and performance based on motivation theories, and develop mechanism relationship between the two.

The building block of this concept is based on two assumptions. First, persons are working in dependent jobs. Job can be classified into sequence or hierarchical of job positions. The preference of persons who work in a given job, may desire or averse to the subsequent job. They will control and maintain the current job performance to get or avoid the subsequent job. In a period of a given job, there may be several repetitive works before they shift to the subsequent job. Second, persons work in vertical and horizontal dynamic jobs. It indicates that persons have chance to get another job or higher level of job and attempt to get it. If persons do not perform the current job well, they can be shifted to lower level job or other job that they do not like to do. If persons performs the current job better, they have chance to promote into higher level of job.

Robbins (2001, p. 21) defines job satisfaction as the difference between the amount of reward workers receive and the amount they believe they should receive. Job

satisfaction represents an attitude rather than behavior. Job satisfaction is a general attitude toward one's job. Vroom (1964, p. 15) states that an individual may desire an object but derive little satisfaction from its attainment – or he may strive to avoid an object, which he later finds to be quite satisfying. There may a substantial discrepancy between the anticipated satisfaction from an outcome called valence, and the actual satisfaction that it provides called value. The strength of person's desire or aversion for them is based on anticipated satisfaction or dissatisfaction associated with other outcomes to which they are expected to lead.

If persons must choose an alternative of jobs, three attributes are needed to evaluate the jobs; outcome related to the job, other outcome related to other job as a benchmark, risk or consequences if persons fail to perform the job. On the assumption that choices made by persons are subjectively rational, and when the choice is mutually exclusive, it can be predicted that the persons will choose the job that provide highest outcome relative to risk of job. If persons get the best choice of job, it can be predicted that they will be satisfied with their job. The best choice of job is not the same as job that provides highest outcome, but job which persons agree with choice consequences⁴ of the job.

Expected satisfaction is defined as comparable perceived value of outcome received and outcome should be received. Persons must transform the expected satisfaction through a mechanism process in order to get actual satisfaction. During transformation process, there are many events and managerial efforts influence their expected satisfaction. Thus, persons will adjust their expected satisfaction called inter-temporal satisfaction. Both expected and

⁴ Choice consequences are related to risk of job, it depends on person's risk aversion level. This paper argues that subjectively rational is not identical to economically rational, thus, the magnitude of the risk leads persons not always behave to choose the highest outcome

inter-temporal satisfactions implicitly concern on the consequence of his choice (risk) that leads him to control and maintain the current job performance at particular level in order to get or to avoid outcome, such as subsequent job. Actual satisfaction, in the end of process, is defined as comparable actual value of outcome received and outcome should be received.

It is clear that job satisfaction is related to job context. Hence, identifying the determinants of job satisfaction tends to focus on what and why the persons choose and perform the job. Herzberg et al. (1959, p. 59) argue that satisfaction depend on motivator factors (MF) that include achievement, recognition, work itself, responsibility, advancement, and possibilities of growth. Theses attributes are related to the job context. Thus, the general function of job satisfaction (JS) can be expressed as follow:

$$JS=f_1(MF) \dots\dots\dots [1]$$

The place of job performance is not clearly enough in the equation [1]. What is the difference between motivator factors and performance? Equation [1] shows the expected satisfaction will be transferred become actual job satisfaction when the motivator factors are available as the person expected. Increasing the availability of motivator factors will lead the higher job satisfaction. However, motivator factors

(attributes) refer to outcome-outcome association rather than action-outcome association. These outcomes (motivator factors) are interrelated within and between⁵ one and other motivator factors, but it not related with the effort (actions) to perform particular job. Because equation [1] does not explicitly provide action-outcome association rather than outcome-outcome association, it needs further investigation to understand how the performance to be related with the motivator factors in jobs hierarchical context.⁶

Motivator factors represent sequential outcomes. The first outcome is believed to be a necessary and sufficient condition for the attainment of the second outcome. If persons want to get higher level of job position, and the next position can be met if and only if the persons perform the current job equal or higher than minimum level of performance, the motivator factors have strength of force to attain the first performance. This phenomenon represents expected satisfaction. The satisfaction through achieving job performance at the first level of job position is classified as inter-temporal satisfaction. The actual satisfaction will be met when the persons have gotten the higher level of job position. If there are changes of events related to motivator factors (DMF), the differences between expected satisfaction (ES) and inter-temporal satisfaction (ITS) may exist. Thus, inter-temporal satisfaction (ITS) can be expressed as:

⁵ The term "within" related to previous and current an outcome (a motivator factor), and the term "between" related to one and other outcomes.

⁶ Jobs hierarchical or job positions can be interchangeable with other motivator factors. The essence of this concept is that previous performance that leads previous outcome such as past recognition, past achievement, past growth, past advancement, and past job position is only relevant with previous satisfaction, but it is not relevant to expected, inter-temporal, and actual satisfactions. If their performance just equal or below than previous performance, it does not improve their current satisfaction because they have performed better in previous effort. In other word, the current effort does not add their current satisfaction.

$$ITS = f_2(\Delta MF, ES)$$

..... [2]

In the absent of previous job position, and on the assumption that there are no changes of events related to motivator factors, expected satisfaction (ES) is equal to inter-temporal satisfaction (ITS). In other words, if DMF is equal to zero, the ES is equal to ITS and then the equation [2] is indifferent with general function of job satisfaction in equation [1].

The above explanation also parallel with other views of satisfaction concept that only unsatisfied needs are motivators of behavior (Maslow, 1993), or in other words, satisfaction occurred when a condition of need was reduced (Vroom, 1964). Unsatisfied needs in Maslow theory and anticipated satisfaction in Vroom theory is parallel with Robbins (2001, p. 21) defines job satisfaction as the difference between the amount of reward workers receive and the amount they

expected or inter-temporal satisfactions in this present study. Thus, motivator factors and inter-temporal satisfaction determine the strength of force to perform the act. In other words, the strength of force (SF) is a function of motivator factors and inter-temporal satisfaction that can be expressed as follow:

$$SF = f_3(MF, ITS) \quad \dots\dots\dots [3]$$

Herzberg et al. (1959, p. 114) suggests that hygiene factors cannot give a man basic satisfaction. Hygiene factors include salary, interpersonal relations-supervisor, interpersonal relations-subordinates, interpersonal relations-peers, supervision-technical, company policy and administration, working conditions, personal life, and job security. Both hygiene and motivator factors meet the needs of the

employee, but only the motivators that primarily serve to bring about the kind of job satisfaction. Hygiene factors do not related directly on basic satisfaction, but hygiene factors also relevant to explain the job performance. The situation and condition surround the job also influence the persons in performing the act. Human nature is social-animal, hence persons need support and recognition from supervisor, subordinates, and peers that they can do the job. Bad working conditions might reduce their ability to perform the job. The effect of salary on job performance is relevant when the salary is not fixed, but variables. There is incentive to increase their job performance to get higher variable salaries.

The other potential determinant of job performance is ability and trait (Pinder, 1984). Motivator factors, inter-temporal satisfaction generate the strength of force to perform the job, and hygiene factors provide the comfortable atmosphere to perform the job. However, both the strength of force and comfortable atmosphere without ability and trait is not enough to perform the act well. Ability and trait without the strength of force also produce less optimal performance. The strength of force and ability and trait must be interacted to generate the job performance. Thus, job performance (JP) is a function of hygiene factors (HF), and interaction between strength of force (SF) and ability and trait (AT) that can be expressed as follow:

$$JP = f_4(SF, AT, HF) \quad \dots\dots\dots [4]$$

SOME THEORETICAL AND METHODOLOGICAL PROBLEMS

The discussion in previous section implies that there are several theoretical problems in matching job performance and job satisfaction. First, there is no single measurement of job satisfaction rather than sequential satisfactions from expected, inter-temporal to actual satisfaction. Job

satisfaction more concern on jobs (a set of jobs) rather than a given job. Job performance, in the other hand, is related with a given or current job. Second, actual satisfaction is not directly related with current job performance, but related with subsequent job that can be taken, if and only if persons perform the current job well. Third, there are time lags between actual job satisfaction and job performance. The effect of events change during time lags may interrupt or moderate relationship between job satisfaction and job performance. Fourth, unfortunately, event though the mechanism between job satisfaction and job performance can be formulated in previous section, but theoretically the relationship between the two is not clearly matching. Job satisfaction represent attitude toward subsequent job, but job performance represent the result of action in current job.

The transformation process from expected satisfaction to actual satisfaction based on a given period. This study defines a period of a job as the range from the first time until the end time persons perform their job and then out from the current job to get another (subsequent) job (higher, lower, or another equal position of jobs). Expected satisfaction is measured in the beginning of previous job position. Inter-temporal satisfaction is measured in between transformation process from expected satisfaction to actual satisfaction at the current job position. However, actual satisfaction is not measured in the end period of job at current job position, but at the beginning time when the persons get the subsequent job position. Thus, there is an ambiguity in measuring persons' satisfaction in their beginning job position because there are two type of satisfactions. First, there is actual satisfaction that related to the previous expected satisfaction, and second, there is expected satisfaction that related to future performance and future outcome or subsequent job position.

It is incorrect to analyze relationship between job performance at the current job position and actual satisfaction at the subsequent job position at the same time. First, Job performance that attained at current job position and actual satisfaction are occurred in different time. There are time lags between the two. Second, job performance is produced at current job position, but actual satisfaction is related with subsequent job position. Third, at the end period of current job, job performance only can be measured synchronously (or at the same time) with inter-temporal satisfaction. In fact, most employees address repetitive tasks in current job before they are promoted to higher level of job. If researchers do not control the repetitive tasks and works at current job, they just get the inter-temporal job performance and inter-temporal satisfaction. Event though at the end period of current job position, the measurement of the satisfaction is still a reflection of inter-temporal satisfaction, not actual satisfaction.

While the theoretical view of job satisfaction and job performance are not clearly matching, some methodological problems also arise conducting the two concepts into empirical research. Major problems are discussed in this paper such as identifying period of a given job, collecting data in different time, and identifying the change of relevant events.

Identifying Period of A Given Job

Identifying period of a given job is useful to get appropriate measurement of job performance and to identify expected, inter-temporal, and actual satisfactions. In real world of works, most employees do the tasks in repetitive manners at a period of a given job. A period of a given job can be less or more than a year. Unfortunately, a period of a given job is not always equal for each employee. This problem leads heterogeneity of sample if data are collected by survey method at the same time. Heterogeneity of

sample increases the measurement variance, and then it will lead the wrong conclusions to support the concepts.

For example, suppose that researchers observe three respondents, which have the same job position at the end of year. However, the first respondent is working in the beginning period of his current job, the second respondent is working in the middle period of his current job, and third respondent may in the end period of current job. Other thing equal, each respondent will have different performance because the different time of learning effect.

Collecting Data in Different Time

Researchers need two collecting data in different times if they want to get matching data between job performance and job satisfaction. First time is to get data related to job satisfaction, and second time is to get data related to job performance. Unfortunately, it is difficult to identify when they must get the first and second data. Even though they can identify a period of job for each respondent, it is still technically difficult to collect the data because each respondent has unique period of a job that differ to other respondent. The date one gets a current and subsequent job positions differ to the date another person gets the same jobs. It needs different time for each respondent to get first and second collecting data to get appropriate measurement of job satisfaction and job performance.

Identifying the Change of Relevant Events

Different time in measuring the job satisfaction and job performance also sensitive to the change of many relevant events that may occur in between the first and second time of collecting data. The change of relevant events will interrupt or moderate the relationship between the two. Unfortunately, the degree of responsiveness of each person on change of relevant events may be different between one and another.

This problem may increase the variance and then lead the results bias.

CONCLUSION

Theorizing relationship between job satisfaction and job performance has been extensively debated within literature. Three theoretical perspectives have been developed in previous studies; satisfaction as performance determinant, performance as satisfaction determinant, and relationship between the two through moderating variable. However, after over three decades, many evidences show the correlation between job satisfaction and job performance is relatively low.

This study develops conceptually the mechanism relationship between job satisfaction and job performance. This study shows several problems both in theoretical and methodological frameworks. Mechanism model that proposed in this study shows that job satisfaction does not match directly with current job rather than with subsequent job. Employees control and maintain the current job performance at particular level to get or to avoid subsequent job based on their expected or inter-temporal satisfaction. It is clear that job satisfaction focus on a set of jobs, while job performance focus on a given job. The difficulties in identifying a period of job and change the relevant events for each person lead the heterogeneity of sample. Different times are needed to get appropriate measure of the concepts of job satisfaction and job performance. This problem also leads bias result of analysis.

Both conceptual and methodological problems presented in this study suggest that such researches in searching relationship between job performance and job satisfaction have been trapped out of track. It should not be surprising that such empirical findings are relatively weak to improve the relationship between the two.

This study has several limitations that need to develop and investigate in further studies. First, the mechanism model that proposed in this paper assumes that employees work in a sequence or hierarchical jobs. The model might not appropriate for independent job with non-repetitive works. In independent job, the current performance of the current job cannot be driven to get or to avoid another or subsequent job. It means that the performance of a given job does not relevant to be controlled and maintained to avoid or to get another or subsequent job. Matching pair between the two concepts in the same time may exist in independent job rather than in dependent jobs that need different time in order to collect the data.

Second, this study focuses at individual level. Employees may not only concern on self-interest, some employees may also concern on social-interest. Analysis at group level is also relevant in independent job or project that must be done by teamwork rather than analysis at accumulation of individual performance.

Third, further studies in empirical research might better to conduct the research in experiment design. This design allows researchers to control the variance effect and to get homogeneity of sample. Field experiment and survey researches also are needed in subsequent study to improve generalization finding.

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